

# SPU WorkForce Planning Plan 2020 - 2023

R. Harris, SPU HR Director

August 10, 2020

# SPU WorkForce Planning Overview

- The What and the Why
- The Data
- Current State
- Future State



# What is WorkForce Planning/ Why is it Important?

## ➤ What?

- **WorkForce Planning:** *is an interconnected set of solutions to meet employment needs. It can include changes to culture, changes to employee engagement, and improvements to employee's skills and knowledge that will help to positively influence SPU's future success*

## ➤ Why?

### ➤ Rebuild/Retain/ Recruit

- Data shows that our workforce is changing and the way to stay ahead of this change is to proactively prepare, creating space for employees to stay within SPU/COS by growing and developing using internal programs.

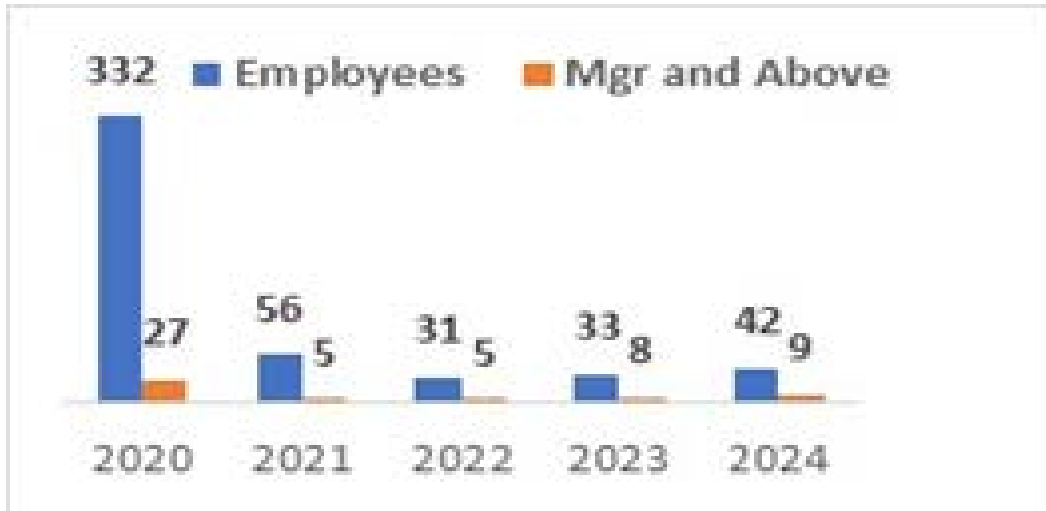
### ➤ Equity/ RSJ

- To ensure any development plan will align with the City of Seattle Race and Social Justice expectations and to provide an equity component to all aspects of the SPU WorkForce Development planning.



# Retirement Data

Retirement Eligibility – Mgr. compared to all Emp.



Data as of 6/30/2020

Retirement Eligibility – Actual versus Eligibility



**Comments:**

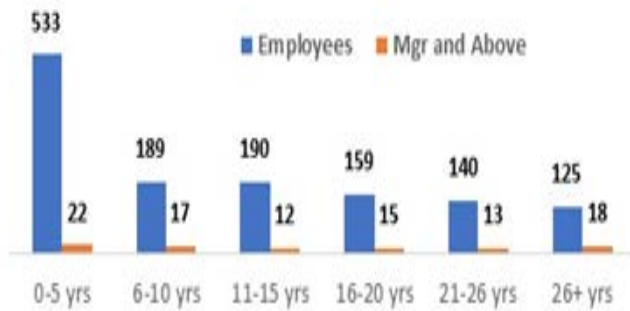
Retirement eligibility is based on age & years of service according to the Retirement office.

25% of SPU's employees are eligible to retire with the number increasing to 38% by 2024

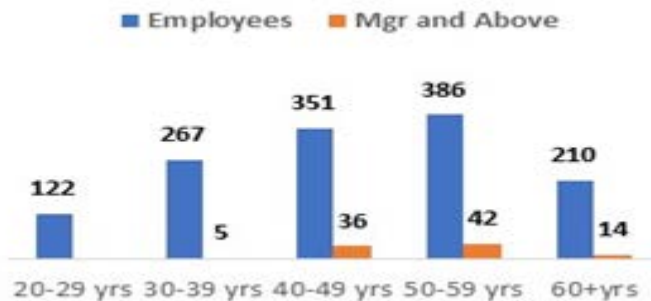


# Demographics

## Years of Service



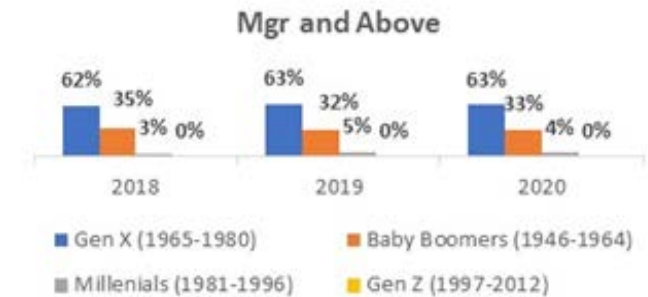
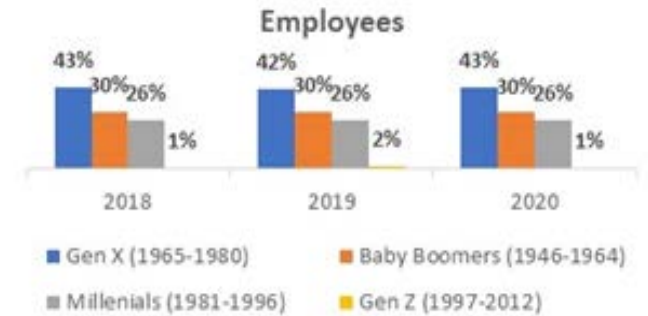
## Years of Age



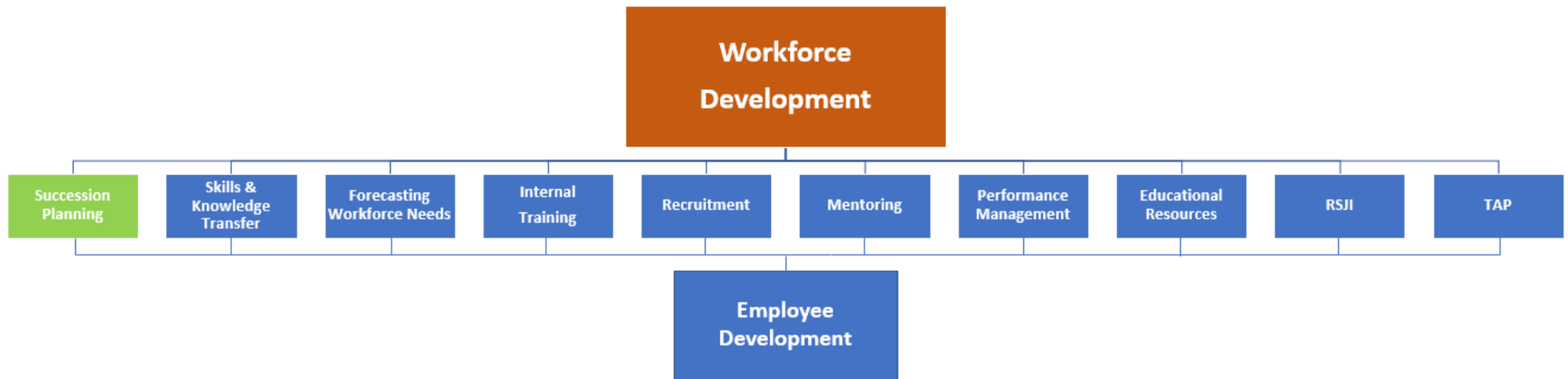
- 1433 Active SPU Employees
- 1336 Emps/ 97 Mgrs and Above
- Median Age = 48
- Median Years of Service = 9

- 42% of all employees are GenX
- 63 % of Mgrs are GenX

## Generations in SPU



# WorkForce Development Model



# Current State - 2020

Focus Areas	Overview	Benefit
<b>Skills and Knowledge Transfer (SKT)</b>	<ul style="list-style-type: none"> <li>• Initiated in the PDEB branch to develop employees within a specific work group and has now expanded to be available for all SPU employees</li> <li>• The skills transfer program includes the “Talk with Me” encourages pairs, identified as Advocates and Ambassadors, to identify connections, develop a relationship and learn from each other</li> <li>• Pathways to Leadership is an opportunity for our management level staff to share their career path and gives staff the opportunity to hear how they developed leadership skills</li> </ul>	<ul style="list-style-type: none"> <li>• The program has provided employees with an entry point into personal skills development</li> <li>• Creates a clear environment of learning</li> </ul>
<b>Forecasting Workforce Needs</b>	<ul style="list-style-type: none"> <li>• Tracking SPU employee data;</li> <li>✓ Diversity rates</li> <li>✓ Retirement rates</li> <li>✓ Recruitment performance</li> <li>✓ Training Offerings and participation</li> </ul>	<ul style="list-style-type: none"> <li>• Creates transparency</li> <li>• Data used for decision making associated with employee development</li> </ul>



# Current State - 2020

Focus Areas	Overview	Benefit
<b>Recruitment</b>	<ul style="list-style-type: none"> <li>• Developed a new “recruitment” workflow with target of 70 days post to hire</li> <li>• Interview Panel required to review implicit bias training</li> <li>• Partnerships with community organizations – radio ads for Apprenticeship program</li> <li>• Creation of a SPU Recruitment Advisory Committee that includes representatives from each SPU Branch/ LOB</li> </ul>	<ul style="list-style-type: none"> <li>• Creates standards for the recruitment process</li> <li>• Help to support equitable hiring practices</li> <li>• Creates relationships with community aimed at applicant sourcing</li> <li>• Internal partners help to ensure consistencies in hiring practices</li> </ul>
<b>Performance Management</b>	<ul style="list-style-type: none"> <li>• Updated the 2020 Performance Review process for APEX/SAM to align with City of Seattle E3 process</li> <li>• Created “RSJI Supplement” document to use in the performance goal setting process</li> <li>• Performance goals to align with SBP categories/ Shaping the Future retreat work done in Jan 2020</li> <li>• Developing Succession Planning/ Employee Development model; includes the ICAP</li> </ul>	<ul style="list-style-type: none"> <li>• Provides a systematic transition to city’s E3 model</li> <li>• Ensure race and social justice accountability is included in performance goals</li> <li>• Employees understand their alignment with SPU Business Plan</li> </ul>





# Current State - 2020

Focus Areas	Overview	Benefit
Tuition Assistance Program (TAP)	<ul style="list-style-type: none"><li>• Continuous promotion of program benefits to support the development of SPU staff through education</li><li>• HR Staff support of employees using the program to help them realize success in the realization of their individual goals</li><li>• Tracking of data showing usage to help inform future budget decision making</li></ul>	<ul style="list-style-type: none"><li>• Removes financial barriers for employees to start or complete their education</li><li>• Staff preparedness for advancement and promotion opportunities</li></ul>



# Future State - 2021 - 2023

Focus Areas	2021	2022	2023
<b>Internal Trainings</b>	<ul style="list-style-type: none"> <li>• Development resume building and mock interviews sessions in partnership with SKT</li> <li>• Create New Employee Orientation (NEO) specifically for Supervisors</li> <li>• Build “race and social trauma” required training series to align with SPU culture change initiatives in partnership with the Dep Dir of People/ Culture/ Community</li> </ul>	<ul style="list-style-type: none"> <li>• Develop “Leadership Excellence series; this training will align with city leadership training and the SPU succession planning program</li> <li>• Create a new employee orientation model; where new employees rotate throughout each branch/LOB for 3 weeks within the first 6 months of employment</li> </ul>	
<b>Recruitment</b>	<ul style="list-style-type: none"> <li>• Develop a diverse interview panel roster; where implicit bias training is a requirement to sit on a panel. Participants commit to a 2-year term; and include representatives from all D and I groups</li> <li>• Remove identifying factors from applications sent to hiring managers for consideration to reduce favoritism and/ or race and gender discrimination</li> <li>• Develop partnerships with Historically Black College and Universities (HBCUs) as a recruitment tool to find top diverse talent</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and develop community partners; conventional and non-conventional to locate top diverse applicants and candidates to fill vacant positions</li> <li>• Expand our Summer Youth and Internship opportunities working with staff to determine available work to match with available students that includes regular feedback for growth. This program will include the ability for students to return as interns throughout their education pathway</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an annual open house hiring event specifically for SPU related work, working with our community partners</li> </ul>



# Future State - 2021 - 2023

Focus Areas	2021	2022	2023
<b>Mentorship</b>	<ul style="list-style-type: none"> <li>• Build upon the foundation work establish by SKT; enhance program to spread mentorship throughout the utility</li> <li>• Reengineer OOC programming to provide for a rotation model which helps to allow for equity in development</li> </ul>	<ul style="list-style-type: none"> <li>• Establish mentor roster where all Director level and above leaders are required participants</li> </ul>	<ul style="list-style-type: none"> <li>• Build a “shadowing” system to allow employee to understand other work within the utility as a type of “test run”</li> </ul>
<b>Performance Management</b>	<ul style="list-style-type: none"> <li>• General Employee Development model for use during APEX/SAM performance review process using the ICAP</li> <li>• Refine the compensation/ wage adjustment analysis to achieve a pay equity balanced approached</li> <li>• Review E3 Competency model with E-Team; modify as need for use in 2022 Performance Review process</li> <li>• Include 360 review process for Performance review conducted in Dec 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Modify the general employee performance review model to align with the updated APEX/SAM process; E3 and incorporate use of ICAP</li> <li>• Review of Strategic Advisor (SA) job classification and conduct an analysis to align work with the appropriate classification</li> </ul>	



# Future State - 2021 - 2023

Focus Areas	2021	2022	2023
<b>Succession Planning</b>	<ul style="list-style-type: none"> <li>• Roll out Succession Planning model for leaders; intended to identify and prepare replacement for C-suite</li> <li>• Includes a development plan to prepare identified staff to move into next role based on existing skill set</li> </ul>		
<b>RSJI (Focus Areas)</b>	<ul style="list-style-type: none"> <li>• Work with small internal committee (SSB/ Change Team/ EJSE) to update SPU Workplace Expectations for alignment with current conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the work of including RSJI meaningful goals within the performance goal setting process as a requirement. These goals will also align with SBP/ Mission and Vision of SPU</li> </ul>	
<b>Tuition Assistance Program (TAP)</b>	<ul style="list-style-type: none"> <li>• Develop recommendation for an expansion of the program that will include a portion of dollars that can be allocated for payment on existing student loans</li> </ul>		



# Future State 2023

- By 2023 - Finalize the overall “WorkForce Planning Program” that includes a comprehensive manual (on-line/ paper) with the following pull-out sections:
  - Succession Planning
  - Employee Development ICAP
  - Performance Review processing
  - Tuition Assistance programming
  - Mentoring
  - Training offerings
  - Additional sections added as appropriate





# Questions?

